



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON, DC 20350-1000

OPNAVINST 1500.47A
N132E
30 APR 01

OPNAV INSTRUCTION 1500.47A

Subj: NAVY TRAINING QUOTA MANAGEMENT

Ref: (a) OPNAVINST 1500.56A
(b) OPNAVINST 1500.44A
(c) OPNAVINST 1500.27E
(d) OPNAVINST 1541.4A

Encl: (1) Definitions
(2) Out-year Planning Process
(3) Execution Year Process
(4) Operational Parameters and Business Rules
(5) Quota Management Office Organization

1. Purpose. To assign responsibilities and specify procedures for managing and controlling training quotas in Navy courses and training quotas in the other Services' courses for Navy personnel.

2. Cancellation. OPNAVINST 1500.47. This instruction has been extensively revised and should be read in its entirety.

3. Objective. The overall objective of the Navy training quota management process is to train the right quantity of personnel at the right time. The objective of this instruction is to establish a centralized process for managing quotas. The primary goals are to get trained sailors to the fleet in a timely manner, maximize the use of training resources by managing and controlling capacity to various student types; minimize awaiting instruction (AI) time, and avoid missed training opportunities.

4. Definitions. Definitions are provided in enclosure (1).

5. Scope. This instruction addresses enlisted training quota management for apprentice training, initial skills training (A-Schools), specialized skills training (C-Schools) and associated pipeline schools. References (a) and (b) establish policy for training military personnel in the Navy. Procedures for joint and defense schools and courses are set forth in reference (c). Procedures for shipyard technical training are set forth in reference (d).

6. Background. The quota management process consists of the Out-Year Planning Process as described in enclosure (2) and the Execution Year Process as described in enclosure (3). The quota management process will be managed in accordance with the operational parameters and business rules described in enclosure (4).

7. Policy

a. The Director Navy Military Personnel Plans and Policy (CNO (N13)) is designated as the quota management process owner and serves as the Quota Management Authority (QMA) for Navy.

b. A centralized Quota Management Office (QMO) is established under the Director Enlisted Plans (CNO (N132)). The QMO (CNO (N132E)) will serve as the Quota Allocation Authority (QAA) for all training quotas in Navy courses and training quotas in the other Services' courses attended by naval personnel. The QMO is staffed with personnel from CNO (N13), Chief of Naval Education and Training (CNET), Commander Navy Recruiting Command (CNRC), and U. S. Marine Corps. The QMO organization structure is provided in enclosure (5).

c. The following systems have been established as the Navy's official sources of data for management of Navy-conducted training and management of Navy students attending training conducted by other services. Organizations that maintain and update system data are accountable for ensuring data quality procedures are put into place. Management and data integrity is the responsibility of the parent organization, although the QMO may provide guidance to improve the overall effectiveness of quota management and the Integrated Training Requirements and Planning Databases (INTRPD) system productivity. Hence, any system or data modifications that may potentially disrupt other INTRPD systems must be presented to QMO for review prior to implementation.

(1) Navy Integrated Training Resources Administration System (NITRAS) is designated as the Navy's corporate training database and the official source of authorized Navy execution and budget year quotas for Navy formal schools.

(2) Navy Training Quota Management System (NTQMS) is the Navy's authorized system for aggregating and validating training requirements, establishing Sellable quotas, and allocating and reallocating school seats to Quota Control Authority (QCA) through the Navy's training reservation systems (NTRS, PRIDE and STASS).

(3) Personalized Recruiting for Immediate and Delayed Enlistment (PRIDE), the Navy Training Reservation System (NTRS), and the Standard Training Activity Support System (STASS) are used by QCAs to reserve seats in Navy formal schools. These systems will be used to reserve seats based on authorized executable quota levels established in NITRAS II and sellable quota levels based on projections made by NTQMS. The Army Training Requirements and Resources System (ATRRS), the Air Force Training Management System (AFTMS), and the Marine Corps By Name Assignment System (BNA) are used by QCAs to reserve seats in other service training.

8. Responsibilities

a. Effective management of training quotas is dependent on the proper use of information systems by the QAA, QCAs and Training Agents (TA). Projecting training requirements, assessing feasibility of training, matching demand with capacity, determining optimal quota allocations, reserving training seats, tracking recruits and students through training, and making assignments to the fleet requires accurate and timely information.

b. (CNO (N13)). CNO (N13), as QMA and quota management process owner, will set training priorities to meet fleet readiness and provide quota management guidance to the Navy. CNO (N132) will authorize and direct the activities of the QMO.

c. (QMO). The QMO, as QAA for all Navy A and C schools, serves as the "honest broker" charged with optimizing the match between fleet training demand and training capacity for all of the Navy. The QMO also serves as the primary point of contact for inter-service quotas. The QMO will:

(1) Oversee the out-year planning process as outlined in enclosure (2).

(2) Aggregate and present Navy-conducted A and C-School training requirements and quotas for review: this includes all U. S. Navy (USN), U. S. Navy Reserve (USNR), U.S. Naval Reserve (TAR), U. S. Marine Corps (USMC), U. S. Army (USA), U. S. Air Force (USAF), U. S. Coast Guard (USCG), Department of Defense Civilian (DOD CIV), Navy Civilian (NAV CIV), and International Military Sales (IMS).

(3) Represent the Navy at other services' requirement conferences.

(4) Submit training requirements to Training Agents (TA) and coordinate initiation of feasibility studies.

(5) Oversee the execution year process by reallocating training quotas via NTQMS to meet adjustments to the Student Input Plan (SIP) and CNRC's accession mission.

(6) Monitor utilization of quotas by all QCAs, for all student types, for all A and C-Schools during execution and make adjustments to the SIP as outlined in enclosure (3). This includes all USN, USNR (TAR), USNR, USMC, USA, USAF, USCG, DOD CIV, IMS and NAV CIV quotas.

(7) Provide adequate control of quotas to ensure fulfillment of the SIP within congressional authorization.

(8) Provide guidance for and oversee the management of all rating entry-level reclassification for A-schools and provide reclassification guidance directly to PSD RTC classifiers.

(9) Act as Chairperson of the NTRS and INTRPD Configuration Control Board and be a member of working groups for efforts that modify INTRPD systems or software that may impact any other INTRPD system.

d. (TAs). TAs will participate in the out-year planning process by conducting feasibility studies, identifying resource constraints, developing POM issues papers and providing inputs for the development of the SIP and Sponsor Program Proposals (SPP). The TAs will oversee and monitor the execution year process for courses under their cognizance and coordinate changes to the SIP with the QMO. TAs will ensure accurate information is available to the Navy and maintained in NITRAS II including course, class, NEC and QCA designation. TAs will maintain the Catalog of Navy Training Courses (CANTRAC) to ensure course information is available to planners, detailers and QCAs. TAs will provide the QAA with accurate student setback and attrition rates to facilitate planning and developing training requirements via NITRAS. TAs will maintain quotas by class number and convening date in NITRAS as appropriate for use by QCAs. Authorized quotas assigned to TAs represent firm commitments to conduct the required training within available resources. TAs will respond to changing and emergent requirements identified by the QAA and determine the feasibility to conduct the required training. Changes and emergent requirements will be made in accordance with enclosures (3), (4), and (5) Appendix A.

e. Resource Sponsors. Resource sponsors will participate in the out-year planning process by validating training requirements, approving the Student Input Plan (SIP), coordinating Program Objective Memorandum (POM) issues papers and SPPs. Resource Sponsors will forward requirements to training

agents, and, provide CNO (N79) with a copy to consolidate the results of the feasibility study (see Enclosure (2)).

f. (QCAs). QCAs will fill quotas within their purview, reserve seats at "sellable" quota levels established in NTRS and PRIDE and ensure accurate student reservation and assignment information is available to the Navy. QCAs will follow course prerequisite requirements established in the CANTRAC and other official directives. QCAs will notify the QAA a minimum of 30 days prior to class convening for redistribution of unfilled quotas. QCAs will notify the QAA and TAs when factors such as shortages in Permanent Change of Station (PCS) and Temporary Duty Under Instruction (TEMDUINS) funding impact student transfers. QCAs are identified in enclosure (1).

9. Operational Parameters and Business Rules. Management of the out-year planning process, execution year process, operation of QMO and information systems shall operate under the parameters and business rules prescribed in enclosure (4). As required, the QMO has the authority to provide updates or modifications to enclosure (4) to achieve the objectives of the Navy Training Quota Management process.

10. Oversight and Feedback. CNO (N13) as process owner will conduct oversight and evaluation of quota management business processes, development and integration of supporting information systems, and the implementation of other process improvements. CNO (N13) will host an annual flag level conference to obtain feedback and discuss the quota management business process issues, problems, and discuss overall impacts on recruiting, assignment and distribution, and execution of training. Attendees will include Director of Naval Training and Education (CNO (N79)), Commander, Navy Recruiting Command (CNRC); Assistant Chief of Naval Personnel (ACNP) for Military Distribution (NPC4); Chief, Bureau of Medicine and Surgery (MED 05), the Vice Chief of Naval Education and Training (VCNET), and the Commanding General, Training Command (C47), United States Marine Corps.

NORBERT R. RYAN, JR.
Vice Admiral, U.S. Navy
Deputy Chief of Naval Operations
(Manpower and Personnel)

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DEFINITIONS

A-School Course: Courses that provide the basic knowledge and skills required for rating entry-level performance. Includes initial skills training, rating conversion, initial skills remedial training, and entry-level officer training. An NEC, MOS or officer designation will not normally be awarded.

C-School Course: Courses that provide advanced, required specialized skill/aptitude/ qualification required to fill a particular billet (one that requires a specific skill code and is NEC/MOS/officer designation coded). Course completion normally results in the award of a NEC/MOS/officer designation.

Catalog of Navy Training Courses (CANTRAC): Contains information, such as class convening dates and course pre-requisites, on schools and courses under the purview of the Chief, Bureau of Medicine and Surgery (BUMED), the Chief of Naval Education and Training (CNET), and other Navy Training Agents and other service schools.

Emergent Requirements: Any new requirement, when justified that causes a change to a planned requirement that has been approved by the QMO and released to the TA for a Feasibility Study.

Executable Quota: Based on the approved SIP, it represents the annual training goal for a given fiscal year. The authorized source for executable quotas is NITRAS II. These quotas provide the basis for sellable quotas.

Feasibility Study: A review of requirements, by TA, to determine if adequate resources including personnel, equipment and facilities and funding are available to meet the projected training need.

Functional Excess: Functional excess exists when executable quotas do not total up to maximum class size, i.e., class size = 8, executable quotas = 6, functional excess = 2.

International Military Sales (IMS) Training: Training for non-U.S. military personnel in Navy training courses. CNO training quota requirements for IMS training are commitments by the U.S. Government under the Security Assistance Program.

Navy Enlisted Classification (NEC): A four-position alphanumeric code assigned to enlisted personnel and billets. NEC's reflect a special knowledge and skill that identify personnel or requirements when the rating structure is insufficient by itself for manpower management purposes. The majority of NEC's are

earned through graduation from series of courses identified as a pipeline "C" school.

Navy Integrated Training Resources Administration System (NITRAS): The Navy's corporate training database operated and maintained for CNET by Naval Education and Training Professional Development and Technology Center (NETPDTC).

Navy Training Quota Management System (NTQMS): Navy's authorized yield management system used to allocate the training classroom seat inventory for specific types of students in specific courses. NTQMS is the Navy's official source of authorized sellable quotas.

Navy Training Reservation System (NTRS): Navy's authorized training quota reservation system used principally by the QCAs to reserve training seats.

Personalized Recruiting for Immediate and Delayed Enlistment (PRIDE): The system used by Navy Recruiting Command to manage and control accessions. PRIDE is used to classify and select recruits for specific rating and to make recruit A-School reservations.

Process Owner: During reengineering, the process owner ensures that the approved improvements, identified by the reengineering team, are implemented. Upon completion, the process owner is responsible for the process performance.

Quota Allocation Authority (QAA): QMO organization is responsible for allocating and reallocating quotas in Navy courses for Navy, other service, DOD civilians, IMS, and NAVSEA; additionally assigns quotas used by QCAs. CNO (N132E) is QAA for Navy.

Quota Control Agent: An organization that is sub-delegated limited QCA authority. For example, the Personnel Support Detachment, Recruit Training Command (PSD-RTC) is quota control agent for recruit A-School quotas.

Quota Control Authority (QCA): The command or organization that grants permission for a specific trainee to fill an available quota. For example, the QCA for recruit A-School seats is CNRC. The QCA for fleet A-School, C and G-Schools is Director, Enlisted Assignment Division (Naval Personnel Command (NPC-40)). Naval Education and Training Security Assistance Field Activity (NETSAFA) is QCA for IMS training.

Quota Management Authority (QMA): CNO (N13) is quota management authority for the Navy. The CNO (N13) exercises overall quota management for a major portion of the Navy's initial and

specialized skills training. CNO (N13) will set training priorities to meet fleet readiness and provide quota management guidance to the Navy. CNO (N13) will authorize and direct the activities of the QMO, CNO (N132).

Quota: A space or seat in a particular course of instruction for a trainee.

Recruit Quota Monitor (RQM): RQM is a module of NTQMS. It is a module of the yield management system that provides data to NITRAS II, NTRS and PRIDE. RQM aids QAA in managing sellable quotas ensuring adequate training seats are available; RQM is used to monitor, update, balance and transfer quotas within available capacity.

Resource Sponsor: A Deputy CNO or director of a major staff or office responsible for the providing resources for training quota requirements. For the purposes of this instruction, a resource sponsor is responsible for the control and management of training.

Sellable Quota: Sellable quota levels are the limits to which QCAs are authorized to make training reservations for various students for specific types of training. Sellable quota levels will be established to achieve the NITRAS II dynamic quota levels at class convening date. Recruit A - School sellable quotas are based upon yield management principles and account for Delayed Entry Program (DEP) and Boot Camp attrition. C - School sellable quotas are generated to provide quota levels used by NTRS and are equal to NITRAS executable quotas.

Slope: The rate at which CNRC displays sellable quotas to the classifiers. This element is part of the formula for determining sellable quotas in the QMA package of NTQMS.

Sponsor Program Proposal (SPP): Resources Sponsor's projected funding for the future years defense plan (FYDP).

Student Input Plan (SIP): The SIP is produced annually for A- and C-School courses. These plans identify the actual number of school quotas available for a particular year. The quotas identified in these plans reflect approved requirements and may reflect constraints associated with programmed training resources and manpower. The resulting quotas represent the actual number of students who will be trained. The TA loads the plans into NITRAS.

Training Agent (TA): The office, bureau, command or headquarters exercising command of Navy's formalized training effort. These include Commander in Chief U.S. Atlantic Fleet; Commander in

Chief U.S. Pacific Fleet; Type Commanders; Commander, Naval Reserve Forces; Commanders of the Air, Surface, Supply, and Space and Warfare Systems Commands; Chief, Bureau of Medicine and Surgery; Chief of Naval Education and Training; Commander, Navy Recruiting Command; Commander, Facilities Engineering Command; President, Naval War College; and Superintendent, U.S. Naval Academy.

Training Requirements Agents: The Representatives that are responsible for planning and maintaining quota requirements in the Navy system. They include Enlisted Community Managers (ECMs) for USN and USNR (TAR), USNR, USAF, USMC, USA, FNATN, NAVSEA, Merchant Marines, DOD CIVS.

Training Requirements Manager (TRM): TRM is a module of NTQMS. TRM is used in out-year planning process by the QMO to aggregate and validate the A and C-School training requirements based on inputs from the ECM's and resource sponsors.

OUT-YEAR PLANNING PROCESS

Out-year Planning Process. The out-year planning process consists of 3 primary sub-processes including determining training requirements, conducting feasibility studies and developing the Student Input Plan (SIP). Training requirements for initial skills, skills progression or advance skills training are derived by force structure levels, end strength planning and the need for personnel to perform particular job skills in the fleet. These training requirements are normally projected 3-7 years in advance of the actual training to allow adequate time to plan and program the necessary training resources. The process involves resource sponsors, training agents, strength planners, enlisted community managers, detailers, school planners, course managers, and others. The QMO will aggregate, phase, and submit the training requirements for review and validation by resource sponsors. Training agents will then conduct feasibility studies to determine if adequate resources including personnel, equipment, facilities and funding are available to meet the projected need. If adequate resources exist, the training requirements become the approved training plan. Training requirements that are not funded are identified as constrained and are forwarded back to Resource Sponsors for further review. The following outlines the responsibilities of each organization. These responsibilities will be completed within the time frames shown in appendix A.

A. QMO will:

1. Oversee the out-year planning process.
2. Establish an open season to submit requirements. Solicit training requirements from Training Requirements Agents (TRA).
 - a. Release requirements to Resource Sponsors (RS) for validation.
 - b. Review requirements and remarks with appropriate personnel for adjustments.
 - c. Coordinate adjustments and feedback from participants.
3. Review and consolidate requirement data.
 - a. Aggregate, validate and phase training requirements and incorporate the appropriate adjustments in NTQMS.
 - b. Review requirements with strength planners (CNO (N132E)) to validate approved end strength estimates.

c. Consolidate recommended changes to attrition or additional remarks for review.

d. Release requirements to RS for validation.

e. Review requirements marked "Need Attention."

f. Review disparities in attrition and adjust when applicable.

g. Notify the resource sponsors and training agents that the approved SIP has been loaded into NITRAS.

h. Update NTQMS (TRM) with results and prepare transfer to NITRAS.

4. Submit final requirements data to TAs for feasibility study.

a. Transfer finalized requirement data to NITRAS via NTQMS (TRM).

b. Notify RSs and TAs.

c. Lock the CFY+3 requirement and require it to be Emergent Requirements.

5. Verify schedules are loaded in NITRAS and ensure quotas are executable as follows:

a. 18 months prior to A-School execution year. CNET will ensure that at least 15 months of executable quotas are loaded at all times, to ensure CNRC can sell quotas 365 days out.

b. 9 months prior to C-School execution year.

B. Training Agents will:

1. Review final requirements and conduct feasibility studies.

2. Identify constrained courses, associated costs, and Individual Account (IA) funding estimates.

3. Submit constraints and IA estimates to the RSs and a copy to CNO (N79) for review prior to the Student Input Plan (SIP) electronic review.

4. Develop and coordinate POM issues paper and Sponsor Program Proposal (SPP) inputs with RSs, as required.

5. Load approved SIP and spread execution quotas in NITRAS as follows:

a. 18 months prior to A-School execution year. CNET will ensure that at least 15 months of executable quotas are loaded at all times, to ensure CNRC can sell quotas 365 days out.

b. 9 months prior to C-School execution year.

C. Resource Sponsors will:

1. Validate proposed training requirements prior to the Student Input Plan (SIP) electronic review and submit discussion items.

2. Validate training requirements.

3. Review results of TA's feasibility studies prior to SIP electronic review. Coordinate development of POM issue papers and SPP inputs with TAs. Notify CNO (N79), TAs and QMO of SPP actions.

4. Forward unconstrained training requirements to TA for data load into NITRAS and NTQMS and provide CNO (N79) with a copy.

5. Participate in SIP electronic review.

D. Training Requirements Agents will:

1. Submit requirements during open season.

2. Review prior year's budget requirements and make appropriate additions and deletions.

Timeline for Out-Year Planning Process

TIMELINE	ACTION	RESPONSIBLE PARTY	SAMPLE DATE
29mos prior to YOE	Establish Initial Training Requirements via TRM	CNO (N13) - ECMs, Other Services	May-Jul 00
26mos prior to YOE	Forward TR's to Resource Sponsors for funding	CNO (N132)	Aug 00
25mos prior to YOE	Aggregate and Validate TR's and Submit to TA	CNO (N132)	01 Sep 00
25mos prior to YOE	TA Conduct Feasibility Studies	Training Agents	01Sep 00-30 Nov 00
22mos prior to YOE	TA's forward FS Results to Resource Sponsors for Review	Resource Sponsors	Dec 00
22mos prior to YOE	TA's begin to load plan numbers for all unconstrained courses	Training Agents	Dec 00
22mos prior to YOE 19mos prior to YOE 18mos prior to YOE 17mos prior to YOE	Develop and Submit POM Review Results of FS and Coordinate Constraints RS Brief funding plans RS load WINPAT Issues WINPAT Database lock	Resource Sponsors Resource Sponsors Resource Sponsors Resource Sponsors Resource Sponsors	Dec 00-May 01 Dec 00 End of Mar 01 Mid April 01 Mid May 01
17mos prior to YOE	Finalize SIP in NITRAS via NETPDTC	Training Agents	30 May 01
21mos prior to YOE 12mos prior to YOE	Develop Class Schedules A Schools C Schools	Training Agents	Mar 01 Oct 01
19mos prior to YOE 10mos prior to YOE	Load Class Schedules A Schools C Schools	Training Agents	Apr 01 Dec 01
18mos prior to YOE 9mos prior to YOE	Spread Quotas and make Executable A Schools C Schools	Training Agents	May 01 Jan 02
18mos prior to YOE 9mos prior to YOE	Verify Execution Quotas in NITRAS A Schools C Schools	CNO (N132)	Apr 01 Jan 02
18mos prior to YOE 9mos prior to YOE	Execute Plan A Schools C Schools	QAA, QCA, TA	Apr 01 Jan 02

EXECUTION YEAR PROCESS

Execution year Process. The execution year process begins when the SIP is approved, the plan is loaded into the Navy Integrated Training Resources Administration System (NITRAS), and the execution quotas are spread. Executing the SIP will be completed in accordance with the training capacity established in NITRAS. It is recognized that the Navy's training goals will vary during execution year. The purpose of the execution year process is to update the quota allocation plan that best meets the Navy's training goals at any given time. As a result, changes to the SIP during execution will be completed using a structured but flexible process. QMO will oversee the management of training quotas during execution and budget years.

A. The QMO will:

1. Establish quota authorization levels as follows:
 - a. Verify that executable quotas approved in the SIP are spread in NITRAS prior to the recruiting window for recruit A-School quotas (no later than 18 months prior to A-school execution year) and the detailing window for fleet A and C-school quotas (no later than 9 months prior to execution year).
 - b. Coordinate with other services to ensure other services training requirements in Navy schools are included in the SIP.
 - c. Actively monitor class schedules in other service schools and represent USN interests to the other services.
 - d. Monitor changes in other service schools schedules and notify detailers, Navy Recruiting Command (NRC), Recruit Training Command (RTC) and CNET to ensure NITRAS reflects those changes.
2. Reallocate executable A-School quotas originally spread by NITRAS using NTQMS. Monitor utilization of quotas and booking levels by the QCAs and adjust sellable quotas when rating or training goals have been met or the student AI reaches maximum thresholds of 10 percent.
3. Ensure returned quotas are reallocated as functional excess for reuse by other QCAs.
4. Adjust A and C-School quota authorization levels in NITRAS via NTQMS when changes can be accommodated within the approved executable quotas in NITRAS.

Enclosure (3)

5. Establish and evaluate performance metrics to include CNRC goal performance, awaiting instruction (AI) and awaiting transfer (AT) levels and provide feedback to TAs and QCAs.

6. Forward A and C-School class schedule cancellations received from the TAs and notify QCAs of cancellations. Coordinate schedule conflicts resulting in AT or AI with TAs and QCAs.

7. Coordinate the review and approval of emergent requirements that are in excess of the approved SIP as follows:

a. Submit emergent requirements in excess of the approved SIP to the appropriate TA for evaluation of approval.

b. Inform Training Agents when a request for an emergent requirement requires additional funds or an increase in training.

c. Re-allocate quotas using NTQMS based on approved adjustments.

d. Notify QCAs of approved requirements.

B. Training Agents will:

1. Monitor the execution of training quotas and courses under their purview.

2. Load executable quotas in NITRAS not later than:

a. 18 months prior to execution year for A-Schools. CNET will ensure that at least 15 months of executable quotas are loaded at all times, to ensure CNRC can sell quotas 365 days out.

b. 9 months prior to execution year for C-Schools.

3. Monitor A and C School class schedules and notify QMO of cancellations when a class must be canceled for reasons such as equipment failure, non-availability of instructors, or messing and berthing constraints prior to class convene date. Concurrence should be received prior to canceling classes with messing and berthing constraints to allow the QMO to evaluate an alternative solution.

4. Establish procedures for capturing statistics on efficiency of the quota management and reservation systems. Evaluate measures of effectiveness and predict or anticipate awaiting instruction (AI) and awaiting transfer (AT) levels and provide feedback to QMO and QCAs.

C. Quota Control Authorities will:

1. Monitor the execution of training quotas and oversee the process for filling quotas under their cognizance.
2. Fill available training quotas for schools under their cognizance and reserve seats at "sellable" quota levels in NTRS and PRIDE, unless approved by QMO.
3. Follow course prerequisite requirements established in the CANTRAC and other official directives.

OPERATIONAL PARAMETERS AND BUSINESS RULES

Operational Parameters and Business Rules. The primary mission of the QMO is to optimize the quota management process to meet fleet readiness, improve coordination and ensure quota management decisions are consistent as well as visible across key organizations involved in managing and filling A and C-Schools seats. QMO goals include improving class utilization, minimizing AI and AT, avoiding missed training opportunities and resolving inter-organization issues that impact the quota management process. This enclosure provides a compendium of operational parameters and business rules that will apply to the Navy's quota allocation process for enlisted A and C-Schools. Standard business rules are needed to ensure that all organizations clearly understand the business practices necessary for successful operation of the QMO as a yield management office. These business rules also apply to NTQMS, which is the primary system used by the QMO to manage the Out-year Planning Process and the Execution process.

Out-Year Planning Processes

1. The QMO will oversee the out-year planning process in accordance with enclosure (2) using NTQMS as the information system tool.
2. C-School Requirements are the number of graduates needed to meet fleet demand. Schoolhouse attrition (non-graduates both academic and non-academic) is applied by QMO prior to transferring the data to RS for approval.
3. A-School Requirements are the number of graduates needed to meet rating demands. Boot camp and schoolhouse attrition (non-graduates both academic and non-academic) will be factored into the planning process by QMO using NITRAS as the baseline to provide sufficient graduates.
4. QMO will solicit training requirements from TRAs.
5. Requirements that deviate 20 percent from the current fiscal year minus one (CFY-1), requirements should be justified in NTQMS.
6. Training requirements will be based on NITRAS attrition. Challenges to the attrition figures will be submitted to the QMO with the appropriate A and C-School requirement.
7. QMO will review requirements with strength planners (CNO (N132C)) to validate approved end strength estimates.

8. QMO will establish A-School requirements with monthly spreads and link those to monthly goals in the accession plan in coordination with the strength planners (CNO (N132C)).

9. QMO will submit training requirements to the Resource Sponsors, Resource Sponsors will approve and forward requirements to the QMO to forward to TAs for feasibility study.

10. QMO will verify schedules are loaded in NITRAS and ensure quotas are executable as follows:

a. 18 months prior to A-School start dates. CNET will ensure that at least 15 months of executable quotas are loaded at all times, to ensure CNRC can sell quotas 365 days out.

b. 9 months prior to C-School start dates.

Execution Year Processes

1. QMO will manage execution year quotas in accordance with the capacity constraints identified by TAs and RSs established in the SIP.

2. CNRC goals will be based on ship-day sellable quotas generated by NTQMS. These ship-day sellable quotas will be provided annually to CNRC in the CNO (N132) Recruit Goal letter.

3. Unless otherwise directed in the goaling letter, CNRC will fill ship-day sellable quotas from 100 to 103 percent of goal except for other service schools, which will not exceed 100% of goal.

4. CNO (N132) will conduct monthly reviews of recruiting progress and provide adjustments as required to the annual Recruit Goal letter in a revision sent to CNO (N79), CNET, CNRC, PSD RTC and TAs.

5. Reclassification guidance to classifiers at PSD RTC Great Lakes and NATTC Pensacola will be determined by QMO and updated electronically through PRIDE reservation system.

6. Ship-day sellable and sellable quotas for A-Schools will be generated by NTQMS to achieve executable quota levels at class convene date.

7. When recruiting goals are not met by CNRC, training requirements are shifted into the future, and when training requirements shift (up or down) for other reasons, TAs will be notified by the QMO. TAs will review changes and shift schedules when possible.

8. All recruit sellable quotas are generated from NITRAS executable quotas and adjusted in NTQMS for uploading to PRIDE via established interfaces between all systems.

9. When there are zero quotas available for a particular A-school or when only a communication line between NTQMS and PRIDE exist and no actual quotas appear for CNRC to sell, forced booking by CNRC for an A-school seat in PRIDE will only be initiated with approval of the QMO. Prior to QMO approval, CNRC is authorized to use PRIDE's force program for split cycle and gender type of issues.

10. CNO (N13) will provide CNRC with initial seasonal goals for GENDET quota allocation by community (AN, FN, and SN) and gender, along with associated accession phasing constraints no later than March for the upcoming fiscal year. CNRC will develop monthly goals from CNO (N13)'s plan and provide a phasing proposal to CNO (N132C), initially no later than 15 April for the upcoming fiscal year. Phasing proposal cannot exceed CNET training cycle capacity for individual program (AN, FN, and SN). QMO will oversee GENDET allocation process and make recommendations to CNO (N13) and CNRC, as required.

11. QMO may reallocate quotas from one Student Category (SCAT) to another without prior approval of the TA.

12. QMO may reallocate quotas from one gender to another without prior approval of the TA. Maximum levels for female students exist due to berthing constraints. Therefore, QMO will notify the TAs when this occurs.

13. QMO will utilize NTQMS for quota changes to NITRAS for A-Schools; C-Schools will utilize NTQMS once products are available.

14. QMO must electronically forward a change request to the TA for additional training requirements that exceed the planned requirements (EMERGENT REQUIREMENTS IN EXCESS OF THE APPROVED SIP). Change requests will be processed as per Appendix A of enclosure (5).

15. Unused quotas are released by QCAs 30 days prior to class convening date to allow use of the quotas by all activities.

16. CNRC will notify the QMO of changes in shipping slope.

17. QMO will monitor the operation of NTQMS and ensure the models produce the desired results. Mathematical algorithms will be modified when necessary.

18. Training Agents will notify the QMO, detailers, and ECMS prior to class cancellations.

19. Introduction of a new accession program or rating: Upon notification that a new accession program or rating has been approved, the QMO will gather and provide the following to NETPDTC, Training Agent, CNRC PRIDE programmers, and others programmers as required:

a. NETPDTC

- (1) Accession Program, APM
- (2) RATE
- (3) CDP
- (4) CIN

b. Training Agent

- (1) Monthly Executable Quota spread
- (2) Service Category, SCAT
- (3) Student Source Code, SSC
- (4) Person Service Status, PSS (Enlisted, Officer)

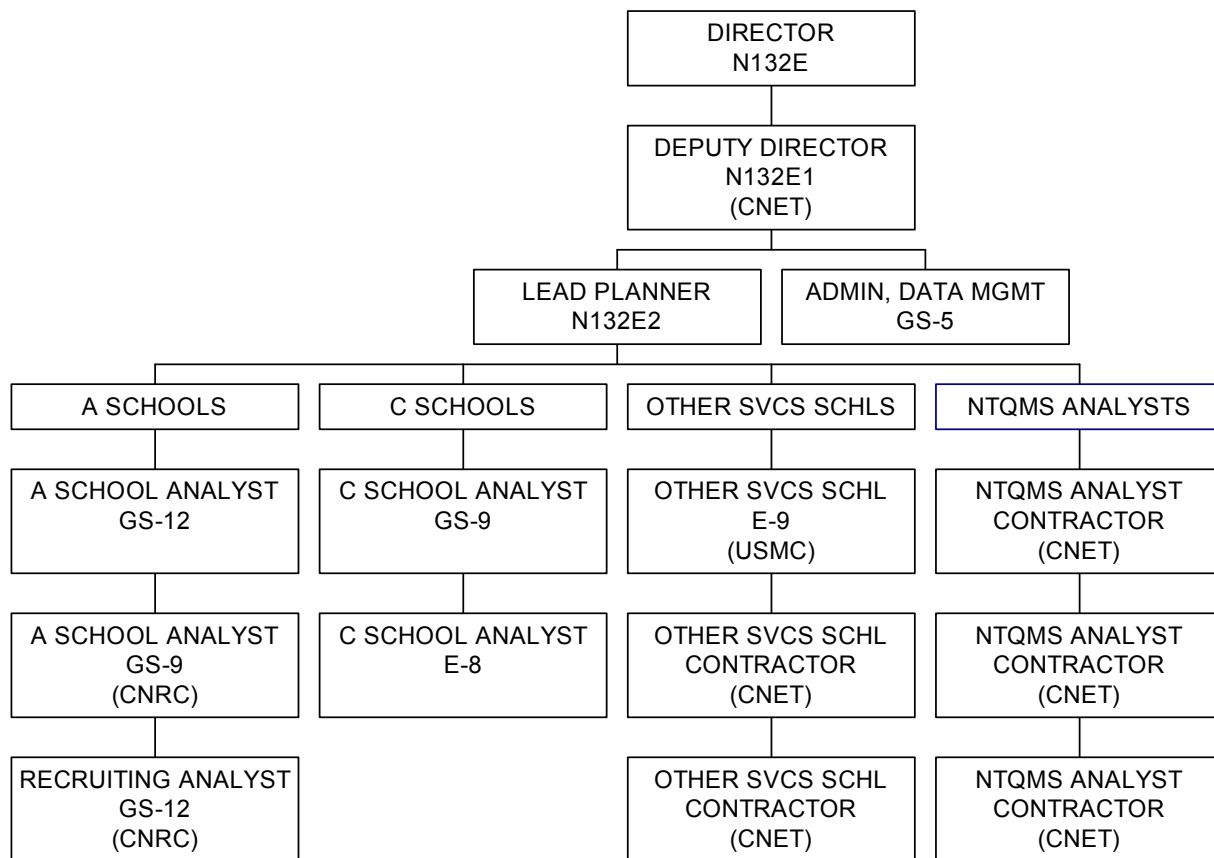
c. CNRC PRIDE Programmers

- (1) Accession Program, APM
- (2) Rate
- (3) Program/Rate Qualifications
- (4) CLASP Parameters

20. Cancellation of accession program or rating: Upon notification that an accession program or rating cancellation has been approved, the QMO will notify NETPDTC, CNRC and the Training Agent and provide disposition of existing quotas. This also applies when a single Program is being discontinued for a given rating with multiple accession programs. For example, Gas Turbine System Technician Electrical (GSE) has Advanced Technical Field (ATF) and School Guarantee (SG) programs, which CNRC sells. If the ATF program is to be discontinued, the QMO must provide disposition of the existing ATF quotas.

QUOTA MANAGEMENT OFFICE ORGANIZATION

The Quota Management Office is established under the Director Enlisted Plans (CNO (N132)). The QMO (CNO (N132E)) will serve as the Quota Allocation Authority (QAA) for all Navy training quotas. The QMO is staffed with personnel from CNO (N13), Chief of Naval Education and Training (CNET) and Commander Navy Recruiting Command (CNRC). The QMO organization structure is shown below:



REQUESTS FOR CHANGING OR EMERGENT REQUIREMENTS

PROCESS: All changes to requirements are to be forwarded to QMO for processing. QMO will track the request to ensure that an answer is given in a reasonable time.

1. Request to reassign executable quotas will be processed by the QMO by querying other TRAs to determine quota availability. All requests must be within approved SIP levels. The QMO will adjust the quota spread in NITRAS using NTQMS.
2. Fleet and ECM requests for quotas in excess of the approved SIP and/or use of Functional Excess will be forwarded to the TA for approval. Once approved the TA will update NITRAS with the approved request and forward that approval to the QMO and TRA. If the request can not be approved the TA will forward that disapproval to the QMO and TRA for review. Requirements will not be changed merely to facilitate recruiting.